

**WORKING PAPER ON HOLLYWOOD BOULEVARD MANAGEMENT PROGRAM
OUTLINE [DRAFT]**

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**HOLLYWOOD BOULEVARD MANAGEMENT PROGRAM:
Concept for Discussion**

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Background

The purpose of this working paper is to describe an initial concept for a locally-based, management program to improve the delivery of services on Hollywood Boulevard and to increase cooperation and coordination between the many programs and organizations addressing economic, social, and cultural needs of the street.

Over the past year, there has been a dramatic transformation in the type of services delivered to the Boulevard by both public agencies and private organizations. The Community Redevelopment Agency has initiated two major programs: a pilot, one-year private security guard program and Live on Hollywood, a community-based program to stage a variety of events and activities on the Boulevard undertaken jointly with the Metropolitan Transportation Agency's MetroRail construction mitigation program. MTA is currently beginning this extensive mitigation program, a five year, \$27 million effort to help minimize disruption to business and the community caused by construction of new subway stations at Hollywood Boulevard and Vine, Highland, and Western. The mitigation program will involve significant efforts to assist impacted businesses by providing supplemental maintenance and security; increasing availability of parking; undertaking special promotions and advertising; business assistance and loan program; and special events and activities to draw people to the Boulevard.

In addition to these public efforts, private efforts to improve maintenance on the Boulevard have also increased through the efforts of the Hollywood Beautification Team and, more recently, a new project called Hollywood We Care. These programs are providing the much-needed (but still not sufficient) supplemental services to the Walk of Fame Assessment District which funds private cleaning services for the Hollywood Boulevard.

Beyond these basic services, there are many organizations which provide services and programs on the Boulevard, including the Hollywood Arts Council (banners, events, magazine and promotion through the Discover Hollywood: A Festival of the Arts project); the Hollywood Economic Revitalization Effort (facade improvements and the Hollywood Farmer's Market); the Hollywood Chamber of Commerce (Holiday Decorations, the Walk of Fame promotion, the Christmas Parade, and general business liaison); the Hollywood

Entertainment Museum (windows project); and Hollywood Heritage (walking tours). While there is no one overall organization of merchants and business, there are several smaller groups of merchants, businesses and property owners including the CRA's Hollywood Theater Committee; the Hollywood Boulevard Community Council; and HERE'S property owner committee.

Project for Public Spaces, a non-profit corporation based in New York City, is under contract with the Community Redevelopment Agency to oversee the first year of programs for Live on Hollywood through April 1, 1994. Under its contract with the CRA, PPS is to recommend an organizational structure for Live on Hollywood for subsequent years. PPS has assisted in the establishment of management programs for commercial areas across the U.S. (including Denver, Hartford, Dallas, Boston, and Tucson) and recognizes the value that such a program can play in the revitalization of a community.

The Issue: Coordination, Cooperation, and Collaboration

As part of its initial work in developing an organizational structure, PPS met with key Hollywood groups as well as representatives of the council and mayor's office, updating discussions from interviews, meetings, and workshops held since the Fall of 1991. From these meetings, there seemed to be a continuing, general consensus that there is need for much more coordination or cooperation between organizations and programs to address the problems of Hollywood Boulevard. The tendency in Hollywood is, rather, to undertake programs in a piecemeal, rather than comprehensive manner. Division and splitting of responsibilities results in not only inefficiency, but frequent misunderstanding and overall diminishment of the effectiveness of efforts. All of this is occurring at a time when there is a need for increased cooperation and leadership during MetroRail construction.

All of these factors support the concept of an overall management entity for the Boulevard.

A Concept for a Hollywood Boulevard Management Organization

Like many other commercial and entertainment districts across the country, Hollywood Boulevard faces a growing need to enhance its image and improve the way its public spaces function for visitors and shoppers. The demands for enhancement, however, come at a time when there is sharply reduced city funding, as well as a troubled private economy. The combination of these circumstances calls the private sector to join forces with the city to harness the full range of community resources toward the goal of making the district come alive.

The concept of private sector Commercial District Management provides a framework within which this task can be accomplished. Ironically, the origin of this idea lies with the competition to a urban commercial district: the suburban shopping mall. Shopping center operators have long understood the necessity to manage and monitor all the activities that take place under their roof. They know how to attract people to come and shop there. Modern shopping malls have full time professional managers in charge of promotion, administration, maintenance, and business development. Centralized

management is among the contemporary shopping centers' most important asset, enabling them to function efficiently and purposefully.

The basic philosophy of management for a commercial district is simple: the private sector, working in close cooperation with city government, takes the responsibility for managing and coordinating the everyday functions and activities of a commercial area. These functions can include a wide variety of activities tailored to the needs of the district, such as supplemental maintenance and security, programs to strengthen retailing, enlivening public spaces, and improving access and parking. The concept of management involves the business community in an entrepreneurial role that gives the private sector true participation in shaping the future of a commercial district.

Potential Role and Program Areas for Hollywood Boulevard

For Hollywood Boulevard, a management organization could serve two key roles:

- (1) oversee implementation and operation of specific programs for the Boulevard, either through its own staff or through contracts with other organizations.
- (2) act as a forum for communication and coordination between groups and create opportunities for collaboration.

In addition, the management organization might consider establishing a neutral forum to discuss and debate public issues important to the Boulevard and/or establishing a facilitation or arbitration panel of neutral individuals to resolve disputes and conflicts.

While much further work is needed to define the services that might be implemented under a management effort, the following activities have been mentioned by different organizations for consideration for inclusion in such an effort:

- o Maintenance of sidewalks (Boulevard and adjacent streets), landscaping, amenities (many now under construction), including graffiti removal -- coordinating, enhancing, and expanding efforts of the Walk of Fame District.
- o Private security patrols, currently funded by the CRA.
- o Special events, activities and promotions including those currently underway with Live on Hollywood.
- o Facade and signage improvements, continuing and completing efforts now underway.
- o Services for merchants, such as joint advertising, technical assistance, promotion, etc.

- o Retail recruitment for vacant stores to bring needed stores and services to the Boulevard.
- o Parking validation program.

Organizational Structure and Funding Issues

Management organizations have diverse organizational structures, tailored to the needs of the community as well as the sources of funds for the programs. There is generally, however, an oversight board as well as a professional staff charged with implementation of programs. An executive director oversees overall administration as well as interacts directly with all the constituents in the district. As with all organizations, the capacity and competence of the staff is a key factor in the success of a management organization.

Board structures vary widely in management organizations. Some structures are determined by law (for a Special Assessment District) while others are set up independently. Most boards strive to provide representation from a variety of constituents, although they can vary in size from a few individuals to thirty or more.

A variety of funding sources should be available to undertake these types of programs. In the long term, the management effort could be funded through an assessment district. In the short-term, however, MTA construction mitigation funds could be pooled with other public dollars, private contributions, and corporate sponsorship to initiate and establish these efforts. In addition, the management organization should continue to support the voluntary efforts of many organizations that can enhance the impact of programs.

HOLLYWOOD BOULEVARD DISTRICT MANAGEMENT PROGRAM
ESTIMATED FIRST YEAR BUDGET (DRAFT)

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Item	Low	High
FIXED EXPENSES		
Salaries		
Executive Director	50,000	75,000
Security Director	30,000	45,000
Maintenance Director	30,000	45,000
Retail Coordinator	30,000	45,000
Events Coordinator	30,000	45,000
Administrator	25,000	30,000
Subtotal	195,000	285,000
Employee Benefits @ 18%	39,000	57,000
Rent	24,000	30,000
Auditing Expenses	4,000	6,000
Annual Reports	5,000	7,500
Staff travel, membership	5,000	10,000
Supplies and Misc	5,000	10,000
Legal Fees	2,000	5,000
Equipment/Furniture (Start-up)	15,000	25,000
Subtotal	99,000	140,500
PROGRAM EXPENSES		
Maintenance Program	250,000	350,000
Security Program	450,000	750,000
Retail Marketing & Support	100,000	200,000
Events and Public Relations	150,000	200,000
Information and Tours	50,000	75,000
Parking and Transportation	0	100,000
Subtotal	1,000,000	1,675,000
TOTAL	\$1,294,000	\$2,100,500

POTENTIAL SOURCES OF FUNDING

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	Low	High
Walk of Fame Assessment District	\$175,000	\$175,000
Community Redevelopment Agency	300,000	500,000
MTA/MetroRail Mitigation	769,000	1,225,500
Private Sponsorships	50,000	100,000
Business Assessment	0	100,000
TOTAL	\$1,294,000	\$2,100,500

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HOLLYWOOD BOULEVARD MANAGEMENT DISTRICT
Analyses Matrices and Preliminary Budget Estimates

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MAINTENANCE

PROGRAM	ISSUES	OPPORTUNITIES
<p><u>Walk of Fame Assessment District:</u></p> <p>private contractor (Hydropower Systems) nightly sidewalk washing and cleaning on Hollywood Boulevard only (not side streets, which are cleaned by normal, once a week city street cleaning); also landscape maintenance and trash receptacle emptying. Paid from property assessment on Boulevard property owners, administered by City. Budget is approximately \$175,000 per year.</p> <p><u>CRA Street cleaning program:</u></p> <p>in past few years, some limited funds for street sweeping during day have been provided; not currently being funded.</p> <p><u>Hollywood Beautification Team:</u></p> <p>"trouble shooting" graffiti removal on buildings, light poles, etc; street cleanup throughout Hollywood, not necessarily just on the Boulevard (funded in part by CRA)</p> <p><u>Hollywood, We Care:</u></p> <p>newly formed organization with 35 volunteers on Fridays, sweep sidewalks, gutters, construction sites etc. on Boulevard and side streets between Selma and Yucca (estimated 35 bags of trash). Are doing some graffiti removal, without painting.</p> <p><u>Hollywood Chamber of Commerce:</u></p> <p>starting an Adopt a Block Program (corporate support for tools, food, etc. for volunteers to do cleanup). Planned just for the Boulevard</p>	<p>Lack of regular street maintenance during the day: litter tends to build up until evening when it is supposed to be removed. Lack of visible maintenance workers represents missed opportunity to increase security presence on the street.</p> <p>Lack of regular maintenance of side streets off of Boulevard results in unsightly appearance just off the Boulevard. City cleaning ineffective on a once a week schedule, which does not include sidewalks.</p> <p>Effectiveness of city designated private contractor for Walk of Fame questioned: contract has expired and is operating on a month to month basis; expressed interest in rebidding contract, but there is no local entity responsible for monitoring the contract, nor any involvement of property owners who pay assessment.</p> <p>Lack of coordination between different maintenance efforts</p> <p>Property owners and merchants need to be encouraged to clean windows and facades regularly as well as to clean graffiti from building (perhaps using a sealant after repainting) -- as well as to respect city ordinances re: flyers, outdoor displays, etc.</p> <p>New streetscape elements require more concerted maintenance, including upkeep of kiosks, light fixtures, and trash receptacles; plastic liners missing from many receptacles.</p> <p>Landscaping (especially planters) is not attractive and often acts as a sidewalk barrier; planters often used as trash receptacles</p>	<p>Coordinated street maintenance program including following elements:</p> <ul style="list-style-type: none"> -Sidewalk sweeping and litter patrol by uniformed sweepers, daily during the day. -Nightly washing of sidewalks -Nightly litter removal side streets and Boulevard -Regular graffiti removal -Clean-up campaign and merchant-sponsored window and facade cleaning program/graffiti removal program (including possible funding for sealant after repainting) -Repair/replacement of street amenities -Upgraded, regular landscape maintenance of trees and planters -Trouble-shooting program for special maintenance problems when they arise -Special maintenance in MetroRail construction areas.

PROGRAMMING & EVENTS

PROGRAM	ISSUES	OPPORTUNITIES
<p><u>Live on Hollywood:</u></p> <p>Program initiated by CRA in cooperation with MTA/MetroRail mitigation program, currently in first year of operation under contract to Project for Public Spaces with local implementation subconsultants (Community Arts Resources, Historic Resources Group, McCollam Marketing with Judith Teitelman, and Rick Miramontez Co.). Program organizational structure applies only to start-up first year effort, during which on-going structure will be developed. Programs initiated to date, including many in partnership with Hollywood organizations, include:</p> <ul style="list-style-type: none"> -Events to support retail and business on the Boulevard and to create new business opportunities, drawing more people to the Boulevard (Holiday in Hollywood/Sunday Market Festival) -Public Relations and Marketing of Hollywood Boulevard through a bi-monthly Tabloid -Walking tours, interpretive displays, and map/guides for adults and children -Establishment of LOH graphic identity and press packages -Database of Hollywood businesses and organizations -Fundraising effort to support future LOH activities <p>Budget to date: \$300,000 from the CRA and \$50,000 from MTA; additional program funds of up to \$250,000 from MTA being requested for activities through May/June, 1994.</p> <p><u>Events and Activities by Specific Organizations:</u></p> <ul style="list-style-type: none"> -Hollywood Arts Council, Hollywood Arts Affair (September, but located off the Boulevard) -Hollywood Chamber of Commerce (Christmas Parade, Walk of Fame Dedications) -Hollywood Farmers Market (regular Sunday market on Ivar) -Movie Premiers at Mann's Chinese, El Capitan, and other theaters 	<p>Live on Hollywood is a program, not an organization, and lacks a structure and funding to continue activities beyond June 30, 1993 (at the latest).</p> <p>Investment by CRA/MTA in program initiation and start-up, as well as one-time activities (such as walking tour guides, tabloid format, etc.) allow for program to proceed at reduced cost; also experience to date has shown that on-going events (such as Sunday Markets) require less ongoing financial support</p> <p>Program staffed by individuals from separate firms and organizations, under contract to PPS; program not formally linked to other management activities on the Boulevard. Partnerships and collaborations between different Hollywood organizations with regard to events have been established, but need to be continued and strengthened; also assistance to organizations to expand/develop new programs.</p> <p>Activities need to be closely related to retail support efforts;</p> <p>General Live on Hollywood activities, including database of businesses, logo, etc. provide useful tool for an ongoing management effort.</p>	<p>Coordinated event and programming to include:</p> <ul style="list-style-type: none"> -Regular events to draw people to the Boulevard which highlight and support businesses and Hollywood organizations; -on-going production of the Tabloid to promote Hollywood attractions and provide information to residents and visitors. -coordination with heritage and tours program including maps, guides, and tours (see matrix on information and tours) -solicitation of private sponsorship for above activities.

PROGRAM	ISSUES	OPPORTUNITIES
<p><u>CRA/Boulevard Security Program:</u></p> <p>one-year pilot program to increase security presence on the Boulevard, through contract between Patriot Security (a private security company) and the Community Redevelopment Agency (contributing \$750,000) and the Metropolitan Transportation Authority (\$250,000), although MTA funds earmarked for social service component have not yet been authorized. Program consists of two shifts of guards, 7 days a week from approximately 8am to midnight: staff to include a minimum of eight guards (two per zone which have been established), a dispatcher, and a shift supervisor. Guards have special uniforms and carry clubs and walkie-talkies but are not armed. Have bicycles which are used irregularly. Program, which operates out of a small office on the Boulevard, is funded through June, 1993.</p> <p><u>Los Angeles Police Department/Hollywood precinct:</u></p> <p>Cruising program during summer Friday/Saturday nights involves heavy police presence and keeping traffic operations open, removing on-streer parking; also have bicycle patrol.</p>	<p>General consensus that security program is valuable and is helping the Boulevard, although there are concerns about visibility of guards and the quality of the service delivered.</p> <p>CRA does not have resources to adequately monitor actual performance of services: complaints about visibility and attitudes/actions of guards are difficult to document, as CRA has only indirect control through private contractor.</p> <p>Guards receive generally low wages (\$6/hour, without benefits) and there has been a considerable amount of turnover of staff, which impacts the ability to be consistent in performance of services, to establish on-going ties with the community, and to become familiar in the problems of the Boulevard.</p> <p>Cost of the program to the CRA includes mark-up of costs by Patriot to cover overhead (for example, guard paid at \$6/hour is billed at \$10.89/hour): this raises issue of potential cost savings if guards are hired directly.</p> <p>Funding for program has not been determined beyond June, 1993.</p> <p>Social service outreach programs have not been established as intended.</p>	<p>Private security force for the Boulevard:</p> <ul style="list-style-type: none"> -Walking security patrols, 7 days a week, 8am to midnight, including regular bicycle patrols. -Consider management supervision to include direct hiring/improved wages and benefits of security force as part of management district (potential savings of about 33% over current costs.) -Social Service outreach component <p>Improved maintenance (graffiti removal, etc.) that give people a sense of disorder and lack of security.</p> <p>Business Security Program, including advice and assistance to business owners on security problems and a Business Watch program.</p>

PROGRAM	ISSUES	OPPORTUNITIES
<p><u>Los Angeles Visitor and Convention Bureau:</u></p> <p>Operates visitor information center at Jane's House on Hollywood Boulevard.</p> <p><u>Hollywood Heritage/Live on Hollywood:</u></p> <p>Hollywood Heritage has traditionally organized monthly walking tours of the Boulevard. Under LOH, Hollywood Heritage ran walking tours as part of the Sunday Markets, and developed a special Children's tour. The LOH tabloid has featured walking tour information about different areas of the Boulevard, now being incorporated into a walking tour guide. LOH is also preparing a Children's Activity Book/Tour and a concept for an overall heritage tour program with interpretive displays, and is proposing to develop a Boulevard pocket map.</p> <p><u>Hollywood Chamber of Commerce:</u></p> <p>The Chamber has recently developed a telephone hotline/voice mail system with extensive access to information on businesses and attractions. Business pay a fee to participate. The Chamber also publishes a Walk of Fame guide.</p> <p><u>Hollywood Arts Council:</u></p> <p>Publishes annual magazine with extensive information about summer activities and general attractions in Hollywood, although not Boulevard specific.</p> <p><u>Hollywood Entertainment Museum:</u></p> <p>Windows project involves display of historic photos and artifacts in vacant storefronts or participating businesses. Two projects implemented to date.</p> <p><u>Private Tour operators:</u></p> <p>Offer limited tours of Boulevard; most stop at Chinese Theater for brief stay as part of larger area/city tour.</p>	<p>Visitor information center is not convenient to the majority of tourists on the Boulevard.</p> <p>Essential walking tour guides and maps are being developed by LOH, but require funding for ongoing printing and effective distribution points.</p> <p>Live on Hollywood is a program, not an organization and lacks a structure to continue activities beyond June 30, 1993 (at the latest.) Partnerships and collaborations initiated by LOH need to continue.</p>	<p>Coordinated information and tour program:</p> <ul style="list-style-type: none"> -New visitor information booth at Mann's Chinese theater or adjacent to MetroRail construction site at Hollywood and Highland. Also information center at MetroRail site office at Hollywood and Vine. -Regular printing and distribution of pocket map, walking tour guide, and children's activity book. -Walking tour program (guided) with Hollywood Heritage docents or trained students. -Interpretive display program of photos, plaques, etc. as currently being developed for placement along the Boulevard.

PROGRAMS	ISSUES	OPPORTUNITIES
<p><u>Live on Hollywood:</u></p> <p>See Programming and Events. LOH has helped to initiate with local merchant participation the "Hollywood Boulevard Business Fair" during Holiday in Hollywood, a program of discounts and sales at Boulevard businesses every Sunday between Thanksgiving and Christmas. Other LOH programs in planning stages.</p> <p><u>CRA/Facade Improvement Program:</u></p> <p>Formerly managed by HERE, the facade program has renovated storefronts, signs, and building facades along several blocks of the Boulevard. The CRA has prepared an analysis of retail on the Boulevard and the types of businesses that are needed.</p> <p><u>Hollywood Business and Community Council:</u></p> <p>The only currently active merchant organization on the Boulevard, the group focusses on MetroRail concerns.</p> <p><u>MTA/Business Loan Program:</u></p> <p>A loan program for impacted businesses adjacent to construction sites for MetroRail, subject to restrictions.</p>	<p>Retail marketing and support programs fall greatly short of need. Although Live on Hollywood has made some initial progress, there is no on-going program for existing businesses which includes promotion, advertising, technical or design assistance (other than facade program).</p> <p>No program to recruit new businesses to fill vacant stores. building on work already prepared by the CRA.</p> <p>No low-cost loan program for business development other than MTA loan program which applies only to construction site areas.</p> <p>Merchants are difficult to organize, and unlikely to actively participate in meetings except for a few key leaders: however, merchants respond well when services are provided directly through one-to-one contact.</p>	<p>Establish on-going retail marketing and support program:</p> <ul style="list-style-type: none"> -Facade and signage improvements -Technical assistance on window displays, merchandising, and business operations through workshops and one-on-one assistance -Joint advertising program in the Hollywood <u>Independent</u> and other newspapers. -Special promotional events such as street fairs, food festivals, window program, etc. oriented specifically to highlighting Boulevard businesses. -Merchant representative associations(s) either on a Boulevard wide basis or by sub-area (ex: Hollywood/Highland, Central Boulevard, Hollywood/Vine). -Recruitment program for vacant spaces to attract new businesses to the Boulevard.

PARKING AND TRANSPORTATION

PROGRAM	ISSUES	OPPORTUNITIES
<p><u>MTA:</u></p> <p>Involved with operation of bus service as well as construction of new Metro subway. Under MetroRail mitigation plan, have proposed parking validation program and upgrade program for parking lots, but CCMC has not implemented programs as yet. Parking validation not a priority at this point.</p> <p><u>Parking lot and garage operators:</u></p> <p>CRA new garage at Hollywood & Cherokee will open shortly; most other lots and garages are privately owned and operated with varying prices and policies.</p> <p><u>On-Street Parking:</u></p> <p>Controlled by city, with parking meters. Hours restricted on weekend evenings due to cruising control measures.</p>	<p>Boulevard lacks shuttle service which would help visitors and shoppers use full length of the Boulevard.</p> <p>No consistent pricing or management policies: operators are independent.</p> <p>Parking availability, cost, and security are real concerns of Boulevard users and negative perceptions help keep people away.</p> <p>MetroRail construction will constrict traffic flow which may present opportunity to increase on-street parking in some areas, or develop diagonal parking on experimental basis.</p>	<p>Parking validation program?</p> <p>Shuttle service, either through existing city buses on Boulevard or visitor trolley type vehicle?</p> <p>Experimental diagonal parking program in center blocks of the Boulevard during MetroRail construction.</p>